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BRITISH COLUMBIA

Ministry of Attorney General

Performance Plan 2001/02—2003/04

April 27, 2001

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Introduction

British Columbians want to live, work and raise their families in safe communities, free from crime, harassment and violence. Toward that end, the ministry has initiated a range of programs to increase the number of British Columbians who feel secure in their communities and to decrease the incidence of crime.

The Ministry of the Attorney General is committed to providing the highest level of service to the people of British Columbia. To achieve that commitment, the Ministry is working to clearly articulate its vision and to develop clear, measurable objectives and outcomes that support this vision.

This Performance Plan provides an overview of the Ministry's vision. It is a map of where we want to go over the next three years, how we plan to get there, and how we will evaluate our performance.

Mandate

In Canada, constitutional responsibility for the justice system is shared by the federal and provincial governments.

For example, while the federal government is responsible for criminal law, the provincial governments are responsible for the administration of justice, including the operation of the provincial and superior courts and the prosecution of Criminal Code offences. The federal government is responsible for the Divorce Act, but provincial governments have jurisdiction over division of family property and of custody and access in situations of family separation without a divorce. The federal government runs penitentiaries for offenders sentenced to terms of two years or more, while the provincial governments operate prisons for those sentenced to less than two years.

In British Columbia, the Attorney General is the chief law officer for the province and the official legal advisor to Cabinet. The Ministry of Attorney General is responsible for the administration and delivery of justice services, except for youth corrections, throughout British Columbia. The Ministry's programs can be broadly grouped into five areas: criminal, civil/family, administrative, human rights and regulatory. Regulatory activities include land title registration, liquor and firearms licensing, film and video classification and administration of various consumer protection statutes. In addition, the Ministry provides policy support and analysis on justice issues within the jurisdiction of both levels of government.

Mission Statement

The Ministry of Attorney General will deliver programs within its constitutional responsibilities which:

- protect the safety and security of British Columbians
- maintain an independent, impartial and accessible justice system, and
- provide high quality legal advice and services to Government

Value Statement

The Ministry of Attorney General is committed to delivering effective services in accordance with the following values:

- independence and Impartiality
- fairness
- efficiency
- affordability
- quality
- partnership
- innovation and reform
- responsiveness

Vision Statement

The Ministry of Attorney General will strive, in partnership with others, to help build a province where:

- citizens are confident in the integrity of their public institutions
- people feel safe and secure at home and in their communities
- civil disputes are effectively and fairly resolved
- access to justice is timely, affordable and remedial for offenders and victims
- communities actively participate in the justice system
- businesses and individuals can prosper in a fair and effective regulatory environment
- diverse cultures are valued and respected

Environmental Scan

A number of social trends and factors influence Ministry priorities and affect its operations. These include:

- There has been a decline in crime rates both nationally and in BC over the past few years. How much of this decline is the result of a shift in our democratic profile towards an older population, and how much may be attributed to the effectiveness of crime prevention and law enforcement initiatives is not yet known. In any case, the declining trend shows no signs of coming to an end.

- The province has experienced a high volume of international immigrants and retirees from other provinces who may be unfamiliar with the structure and principles of our justice system, and present special needs for legal education, translation, interpretation and service delivery.

- Public opinion surveys tell us that the crimes that concern British Columbians the most are crimes of violence, particularly where children are victimized. While the priority of crime as a public issue has fallen in recent years in comparison with concerns about the economy, many people continue to believe that crime is increasing (especially among youth), that the justice system is too lenient, and that respect for law is in decline.

- When it comes to reducing crime, people are more likely to want greater emphasis put on crime prevention programs. At the same time, there is strong support for tougher sentences, particularly for young offenders, and support for alternatives to jail for non-violent, low risk offenders.

- Changes in family structure and dynamics require changes in family law and the way justice services are delivered in the areas of divorce, child custody, access, support and protection.

- Criminal court resources have been challenged by a growing population, increasingly complex cases and changing policies and practices. Criminal case backlogs and delays have been reduced, but are still a major concern.

- The correctional system has experienced dramatic increases in pre-trial workloads (persons in remand or bail supervision).

- A new study by police in partnership with the Canadian Centre on Substance Abuse has determined that alcohol and other drugs continue to be major contributing factors to the commission of various kinds of crime.

The Ministry will undertake another environmental scan in 2001 to guide its work over the next several years.

Ministry Goals

Goal 1: Strengthen the ability of communities to reduce crime

British Columbians want more emphasis on crime prevention programs. Investing resources in crime prevention improves the livability of communities and reduces the overall cost of administering the justice system. The Ministry works actively with communities to support adult and youth programs that focus on reducing crime.

Goal 2: Reduce the level of crime and in particular serious and violent crime

While all crime is an issue, British Columbians are particularly concerned with violent and other serious crimes. Over the last five years, many kinds of violent crime have been on the decrease in the province. We have developed several strategies to help reinforce this trend and will continue to monitor changes in the crime rates, particularly for violent and other serious offenses.

Goal 3: Protect the community from high-risk and violent offenders

B.C. has been a leader in developing strategies to protect the public from violent and other high-risk offenders. We have been on the forefront of calling for a national sex offender registry, and this year introduced legislation to set up a provincial sex offender registry. The province has also been a leader in using the dangerous offender provisions of the Criminal Code to keep high-risk offenders behind bars.

Goal 4: Ensure timely processing of criminal cases

Over the past three years, B.C. has initiated extensive court reforms. The aim is to produce a court system that is more cost- and time-effective, and more responsive to the needs of the people who use it. To keep progressing we will continue to introduce innovative technology into the justice system and work to implement Criminal Caseflow Management reforms, a set of procedures designed to facilitate the processing of criminal cases. We will pay particular attention to the number of pending Provincial Court cases and work to see these move through the system as quickly as possible. The Ministry is also committed to developing and maintaining restorative justice processes that ensure the maximum level of public protection while minimizing the chance of re-offending.

Goal 5: Ensure victims' needs are acknowledged and served throughout the criminal justice process

The security and well-being of victims of crime is one the top priorities of B.C.'s justice system. The province already has an extensive network of victim service programs and offers a toll-free victim assistance line. B.C. will continue to support and inform crime victims and this year will monitor the level of client satisfaction with victim services.

Goal 6: Promote timely and affordable resolution of civil and family disputes

The Ministry has implemented a wide range of mediation and other alternative programs to make dispute resolution more affordable, faster and simpler.

Goal 7: Protect the rights of all members of society, particularly those who are more vulnerable

It is essential that a justice system protect and support the most vulnerable members of society. To achieve this goal, the province has developed strategies to protect the rights of every British Columbian, particularly children, women and Aboriginal people.

Goal 8: Safeguard consumer and public interests through effective programs and regulatory practices

B.C. has taken a lead in protecting consumers from fraudulent and deceptive business practices. The province has introduced strong legislation to protect consumers and to establish regulatory standards for businesses and industries that affect public safety and security. We are also reviewing and improving administrative and quasi-judicial processes, as well as fostering partnerships with business to encourage voluntary compliance with acts and regulations.

Goal 9: Improve the efficiency of all Ministry operations through the use of innovative business practices and technology

The Ministry of Attorney General is at the forefront of using new technology in its day-to-day operations. Over the last year, the Ministry has contributed to a shared records management system for B.C. police and an integrated electronic case tracking system. By the end of next year, we intend to have full electronic tracking of adult criminal, youth and traffic cases throughout the court system.

Goal 10: Provide high quality and cost-effective legal services and policy advice to government

One of the Ministry's key responsibilities is to provide legal advice, counsel and expertise to government.

Goal 11: Develop a supportive and productive workplace environment

The Ministry of Attorney General is committed to fostering and maintaining a positive, productive and supportive work environment.

Goals, Strategies and Performance Measures

Note on reading the following tables:

Outcome measures are intended to provide an indication of the Ministry's success in achieving the stated goal. In some cases the measures may apply to more than one of the identified strategies. There is not necessarily a direct one to one relationship between a strategy and a measure.

Goal #1: Strengthen the ability of communities to reduce crime				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Increase the use of best practice crime prevention initiatives to deter crime • Educate the public about crime prevention measures • Provide youth at risk with education and positive activities to involve them in the community	• Proportion of public who rate their communities as safe • Increase in communities participating in best practice crime prevention programs	Establish baseline 30 participating communities	Increase from baseline 39 participating communities	Increase by 10% from baseline 46 participating communities

Goal #2: Reduce the level of crime and in particular serious and violent crime				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Provide effective policing and law enforcement	• Incidents of crime reported to police per 1000 population	Baseline to be determined from annual police statistics	Decrease from 2001/02	Decrease from 2002/03
• Focus prosecutorial and enforcement resources on serious and violent offenses	• Violent crime incidents reported to police per 1000 population	Baseline to be determined from annual police statistics	Decrease from 2001/02	Decrease from 2002/03
	• Percentage of violent offences where police recommend charges be laid	Baseline to be determined from annual police statistics (BC statistics from Canadian Centre for Justice Statistics)	Increase from 2001/02	Increase from 2002/03
• Develop a better capacity to respond to organized and technologically sophisticated crime including internet-facilitated crime				

Goal #3: Protect the community from high-risk and violent offenders				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Seek longer sentences for dangerous offenders where circumstances merit	• Outcome measures regarding dangerous offender applications are under review given the complexity of the issue and the number of stakeholders involved	Outcome measures and baseline to be established	Target to be determined once baseline is established	Target to be determined once baseline is established
• Enhance the ability of the correctional system to assess the risk of reoffending • Implement core programming in Correctional institutions to reduce the likelihood of re-offending	• Rate of readmission to BC correctional system	Establish baseline using Corrections statistics	Decrease from 2001/02 baseline	Decrease by 5% from baseline
• Improve monitoring of sex offenders and those against whom there is a protection order	• Establish sex offender registry	Design and development complete	Implementation and operation	
• Integrate information sharing across the justice system to ensure speedy access to accurate offender information				
• Enhance use of DNA testing and identification				

Goal #4: Ensure timely processing of criminal cases				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Assess allegations of criminal offences using reports police	• Percentage of allegations assessed within a reasonable period of time	Verify baseline (e.g., % assessed within 30 days)	Improvement from 2001/02 baseline	Improvement from 2002/03
• Expand the use of technology in the court system to facilitate case processing and disposition	• Percentage of cases completed in less than 8 months	64% of cases completed within 8 months	66% of cases completed within 8 months	70% of cases completed within 8 months
• Work with the judiciary to implement the Criminal Case Flow Management initiative (CCFM)	• Mean duration of a criminal case in the court system.	Baseline to be established using CCFM statistics	Decrease from baseline	Decrease from baseline
• Implement diversion/alternative measure programs appropriate to the offenses and to the particular circumstances of the offenders	• Percentage of persons referred to alternative measures programs who complete their agreements	Baseline to be established using Ministry statistics	Increase from baseline	Increase from 2002/03
	• Number of communities participating in Community Accountability Program	Baseline to be established from program statistics	Increase from baseline	Increase from 2002/03

Goal #5: Ensure that victims' needs are acknowledged and served throughout the criminal justice process				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Support, monitor and provide training on the implementation of the *Victims of Crime Act*	• Level of client satisfaction with victim services	Baseline to be established using a survey of victims	Target to be determined once baseline is established	Target to be determined once baseline is established
• Provide victims of crime with the opportunity to be informed of case events and to make a Victim Impact Statement, recognizing the special needs of vulnerable victims and witnesses	• Victim participation in and understanding of case events once the crime has occurred	Baseline to be established using a survey of victims and witnesses	Target to be determined once baseline is established	Target to be determined once baseline is established

Goal 6: Promote timely and affordable resolution of civil and family disputes				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Create mechanisms (rules, regulations and programs) to encourage or require cases to go to mediation or to allow parties to direct cases to mediation	• # of cases sent to Small Claims mediation • # of cases sent to mediation under Family Relations Act Rule 5 • # of Notices to Mediate in Supreme Court (civil, non-family) served	Baselines to be determined using Dispute Resolution Office statistics	Targets to be determined once baselines are established	Targets to be determined once baselines are established
• Support mediator training and public access to mediation and mediators	• Number of mediators trained • Student satisfaction with training program • Litigant satisfaction with Small Claims mediation • Usage level for the BC mediation roster			

Goal #7: Protect the rights of all members of society, particularly those who are more vulnerable				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Develop Aboriginal justice strategy in consultation with First Nations	• Development of a consultation plan • Increased number of tripartite policing agreements with First Nations police	Plan developed		
• Strengthen enforcement of child support orders	• Rate of child support payments	78 cents on each dollar due	79 cents on each dollar due	80 cents on each dollar due
• Enhance investigation and prosecution of offences against women and children (violence against women in relationships, sexual assault and child abuse/neglect)	• Sexual assault victimization rate per 1000 population and sexual assault incidents reported to police per 1000 population	Baseline to be established using police and victimization data	Target to be determined once baseline is established	Target to be determined once baseline is established
• Expedite the resolution of child protection cases • Provide support to those who may need assistance with the English language	• Timely resolution of cases	Baseline to be established using Court data	Target to be determined once baseline is established	Target to be determined once baseline is established

Goal #7: Protect the rights of all members of society, particularly those who are more vulnerable				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
(continued) • Support access to justice through legal aid where appropriate • Support effective resolution of Human Rights complaints • Support individuals incapable of managing their own affairs	• Outcome measure to be determined by the Legal Services Society in consultation with the Ministry • Outcome measure to be determined by the Human Rights Commission in consultation with the Ministry • Outcome measures to be determined by the Public Guardian and Trustee in consultation with the Ministry	Establish accountability framework and process for agencies, boards and commissions		

Goal # 8: Safeguard consumer and public interests through more effective programs and regulatory practices				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Review and improve the processes and procedures of administrative and quasi judicial decision-makers	• Reduced number of appeals by Commercial Appeals Commission and Liquor Appeal Board	Decrease from previous year	Decrease from previous year	Decrease from previous year
• Improve compliance rate of licensed establishments with liquor control regulations.	• Blended rate per 1,000 population based on rates of assault and spousal assault involving alcohol, impaired driving and fatalities involving alcohol misuse using uniform crime reporting data	Baseline to be established by Nov 30, 2001	Targets based on percentage decrease from baseline to be determined Dec 2001	Targets based on percentage decrease from baseline to be determined Dec 2001
• Foster partnership with industry to improve voluntary compliance with provincial acts and regulations				
• Conduct comprehensive investigations of applicants and holders of firearms licenses pursuant to the Firearms Act				
• Undertake effective screening and ongoing scrutiny of businesses and individuals involved in the operation of gaming establishments				
• Provide arbitration services to resolve landlord-tenant disputes	• Time required to schedule arbitrations for non-monetary and monetary matters	10-14 days for non-monetary disputes/4-6 weeks for monetary disputes	Maintain standard	Maintain standard

Goal # 8: Safeguard consumer and public interests through more effective programs and regulatory practices				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
(continued)				
• Collaborative enforcement with other jurisdictions and police	• Number of enforcement actions directed at illegal telemarketers	5 actions	5 actions	5 actions
	• Increased consumer restitution	$3 million	$4 million	$5 million
• Maintain the integrity of land title registry and land conveyancing system				
• Limit access by youth to violent videos through regulation				

Goal #9: Improve the efficiency of all Ministry operations through the use of innovative business practices and technology				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Apply new technology to justice, administrative and regulatory processes	• Number of sites, agencies and partners where new integrated criminal justice computer system (JUSTIN) is installed and upgraded	All upgrades to installed sites completed 100% tracking of adult criminal, youth and traffic cases	Installations completed for other justice system partners JUSTIN modified to comply with Criminal Code changes	Installations completed or upgraded for other systems partners

• Encourage and support partners who apply new technology in developing business systems	• Implementation/roll-out of partner-developed information and communications systems
	  • PRIME, an integrated police information system with a JUSTIN interface
	  • CREST, an inter-jurisdictional police and emergency communications system
	  • Development of Consumer Investigations system with interfaces to federal, provincial, local and U.S. Sentinel databases
		Lower mainland roll-out of PRIME
		
		Capital Regional District installation of CREST
		
		Conversion of all in-house licensing and investigation systems
			Capital Regional District roll-out of PRIME system
			
			Implementation of links to CanShare and Sentinel
				Provincial roll-out of PRIME system
				
				Integration with web-based consumer information system

(continued)				

Goal #9: Improve the efficiency of all Ministry operations through the use of innovative business practices and technology

		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
	• Development of a federal/provincial Single Business Identifier (SBI) link in the Consumer Investigations System	Identification of general requirements	Implementation of SBI	Integration with web-based e-commerce and one-stop shopping
• Undertake initiatives to maximize efficiency of business processes	• Approvals secured to develop a land transfer electronic filing system and an electronic justice service project (EJSP)	Business plans developed and approved	Systems designs approved	Systems implementa-tion begins
	• Number of services amalgamated across Ministry	Amalgamation plan developed and approved	Targets to be based on approved plan	
	• Number of Ministry functions to which the public have electronic access	Baseline to be established	Targets to be determined once baseline is established	
• Establish a Ministry evaluation and accountability framework				

Goal #10: Provide high quality and cost-effective legal services and policy advice to government				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**

• Provide high quality legal services in:
  • advising ministries
  • representing government in legal proceedings
  • drafting legislation
	• Percentage of clients satisfied with service	Baseline established April 2001 at 91% satisfaction rate	Maintain or improve baseline of 91% satisfaction rate	Increase satisfaction rate to 95%

• Maximize efficiency of services delivered through the use of technology and cost-effective delivery models	• Hourly costs for delivery of services compared to other public and private institutions and other jurisdictions	Benchmarks to be developed by Sep 2001	Targets based on benchmarks to be set by Oct 2001	Targets based on benchmarks to be set by Oct 2001
	• Technology initiatives successfully implemented and business cases proven	Successful completion of projects	Business case savings and cost avoidance met	Business case savings and cost avoidance met

Goal #11: Develop a supportive and productive workplace environment				
		Performance Targets		
Strategies	**Outcome Measures**	**2001/02**	**2002/03**	**2003/04**
• Develop a succession plan to ensure the Ministry has a large pool of qualified candidates to fill critical positions that become vacant	• Decreasing number of internal market shortages • Increasing number of qualified candidates for critical positions	Critical positions identified Competency profiles developed	Strategies developed for increasing the pools of qualified candidates	Strategies implemented and monitored for effects
• Establish a corporate learning strategy focused on strengthening core competencies	• Higher on-the-job performance levels from employees who receive core competency training	Training completed in 3 of 7 core competencies	Training completed in 5 of 7 core competencies	Training completed in all 7 core competencies
• Implement a performance development and evaluation process that focuses on core competencies and employee career/training plans	• Increasing level of participation in performance development and evaluation	Performance development profiles completed for 40% of employees	Performance development profiles completed for 60% of employees	Performance development profiles completed for 100% of employees

Resources

All resources shown below are estimates provided by Treasury Board for planning purposes. These estimates are subject to change.

Total Ministry Operations Budget and Resources	2001/02		2002/03		2003/04	
	$ 000s	FTEs	$ 000s[1]	FTEs[2]	$ 000s[1]	FTEs[2]
Minister's Office	448	7	462	7	476	7
Corporate Services (net of recoveries)	41,923	352	43,223	352	44,519	352
Court Services (net of recoveries)	137,203	1,355	141,456	1,355	145,700	1,355
Legal Services (net of recoveries)	25,593	300	26,386	300	27,178	300
Criminal Justice	80,544	777	83,041	777	85,532	777
Community Justice (net of recoveries)	126,854	199	130,786	199	134,710	199
Corrections (net of recoveries)	224,620	2,386	231,583	2,386	238,531	2,386
Public Safety and Regulatory Services (net of recoveries)	188,207	277	194,041	277	199,863	277
Agencies, Boards and Commissions	20,551	100	21,188	100	21,824	100
Liquor Control and Licensing (net of recoveries)[3]	783	101	807	101	831	101
Land Title Branch	14,556	175	15,007	175	15,457	175
British Columbia 2000	8,616	0	0	0	0	0
Totals	869,898	6,029	887,982	6,029	914,621	6,029

Notes:

1. 2002/03 Assumes 3.1% and 2003/04 Assumes 3.0%
2. Assumes no change to FTEs
3. Liquor Control and Licensing recoveries from fee and license revenues were $6.6 million in 2000/01 and are anticipated to be $7.2 million in 2001/02